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Brief
to the Committee
on University Affairs



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UNIVERSITY OF GUELPH

BRIEF TO

COMMITTEE ON UNIVERSITY AFFAIRS

FALL 1973

October 29, 1973



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PREFATORY NOTE

Our submission to C.U.A. this year consists of two parts. The first part discusses matters of particular concern to us and presents our recommendations. The second part deals with some of the topics for discussion suggested by the Chairman in her letter of July 5, 1973. The statistical information requested in the Assistant Secretary's letter of August 9, 1973, is presented in Appendix B.

PART ONE

A year ago, our submission to the Committee took the form of a statement on the aims and objectives of the University of Guelph. The statement had been developed with great care over many months, and represented the considered judgment of the University on its essential functions and goals. That judgment was summed up in the proposition that the University of Guelph should

maintain a primary focus on a liberal undergraduate education of superior quality; in graduate studies, concentrate on areas in which it has special knowledge and expertise or can expect to make a unique contribution; in research, give particular attention to the problems man encounters and frequently himself creates in his continuing efforts to live in harmony with and as a part of nature; become more actively engaged in meeting the growing need for education throughout life; and continue its dedication to using its particular strengths towards international cooperation and understanding.

The University was, and remains, convinced that that proposition and the specific policies stemming from it are not only worthy, but in fact essential, if the University is to perform its proper

role in society. We believe that the record of the past year, in terms of instructional programs and student enrolment, and in terms of recognized achievements in research, justifies that conviction. We wish here nevertheless to express certain deeply-felt concerns that are related to the statement that we have quoted.

A. Present Level of Operating Income

The Universities of Ontario have been under severe and increasing financial restraints through the past several years. We believe that now, unless there is some immediate easing of those restraints, there will inevitably be serious erosion of the quality of both instruction and research in Ontario universities. We note in particular four points:

- (i) It is not reasonable to suppose that a university can continue to function without serious deterioration of quality, if its operating revenues do not enable it to cope with the inflationary forces that are affecting every institution and individual. The announced minimum increase of 5% is inadequate for that purpose, especially when it follows in a succession of inadequate increases.

The government announcement that school boards and hospitals may increase their spending in 1974 by 7.9%, was linked to ministerial concern over the increased cost of living. Universities are no less affected than school and hospitals.

Further, in some disciplines it is already the case that universities can hardly compete financially with governments and industry for the highly-educated people that they need: as, for example, in economics, especially agricultural economics; in veterinary medicine; in applied mathematics.

- (ii) The present financial policy of the government in regard to universities is forcing them into hiring policies, especially with respect to faculty, that offer less stability and prospect of achievement and in the long run will lead to a situation in which a career in university teaching and research will no longer be attractive to the ablest young minds. Again, deterioration of quality is the inevitable result.
- (iii) We are convinced of the advantages of formula financing, but note that there is a point at which those advantages may be lost unless the system is modified to some extent. If a university arrives at a situation in which it has great difficulty in attracting enough students to balance its budget, it is likely to feel driven to lower standards of admission, to engage in wasteful competition with other institutions of post-secondary education, and to make inappropriate efforts to cater to supposed student whims rather than real student needs.

(iv) While we recognize that the High School curriculum is not intended mainly to prepare students for university work, it is unavoidable that that curriculum should have an impact on university programs, particularly for first-year students. The present flexibility of the curriculum has the virtue of enabling students to accelerate their programs, somewhat. On the other hand, its openness tends to create a situation in which universities find they must compensate, to a greater extent than formerly, for gaps in the learning of freshman students that would significantly impede their progress through a university program. We note three specific effects:

- (a) University admission policies are made more flexible and therefore less rigorous than they were previously, in order that students who may have great promise, but are not equipped to begin university programs that they wish to enter, may not be excluded.
- (b) Universities are obliged to devote an increasing portion of their resources to providing make-up courses and introductory courses, and so doing work that was formerly done in the High Schools.
- (c) Universities find it increasingly necessary to divert a greater portion of their resources to counselling and guidance services in an effort to help students in making academic adjustments that have become more severe.

In this situation, the maintenance of academic standards and of the quality of the students' university experience would be increasingly costly, even without the effects of economic inflation.

In view of the effects of inflation, the effects of financial constraints on faculty appointment policies, the difficulties that are related to some aspects of formula financing, and the effects of the High School curriculum on the use of University resources,

WE RECOMMEND that the value of the Basic Income Unit for the next fiscal year be immediately increased to take account of the rapidly rising costs that universities are having to meet.

B. Financial Pressures on Students

We are deeply conscious of the effects of the rising cost of living on students, and their urgent need of strong financial support. We believe that failure to provide adequate support inevitably leads universities into being compelled to collaborate in an elitism of the most unworthy sort: an elitism based primarily on the possession of money. It leads many students, in turn, into a dependence on financial support by their parents which is neither appropriate nor desirable for young people who have reached the legal age of maturity. Indeed, some parents are unwilling to accept the principle that they have a financial responsibility for their children's post-secondary education up to age 24, as presently stipulated by government policy.

WE THEREFORE RECOMMEND that the Committee on University Affairs urge the government

- (a) to increase immediately the scale of student assistance so as to enable students to cope with the increased costs they have experienced in recent months;
- (b) to incorporate into the formula for determining student need a cost-of-living factor to be reviewed annually prior to the start of the Fall Semester and adjusted if necessary;
- (c) to review the entire program of student aid, particularly the mandatory loan portion of the award, with a view to approaching the goal defined in the Report of the Commission on Post-Secondary Education in Ontario: "all financial barriers to accessibility must be abolished";
- (d) to review the definition of independent status with a view to broadening eligibility by eliminating the mandatory minimum age;
- (e) to ensure that applications received from Guelph for the Spring Semester be given priority over other applications and be processed manually if necessary. (This recommendation is explained in greater detail in the second part of this brief, on page 21.)

C. The Capital Formula and Current Freeze

We assume that the capital freeze that was instituted a year

ago was intended in part as a government economy measure and in part as an opportunity to take stock of changing student enrolment. Surely a year has provided sufficient time to appraise the situation. In the meantime, universities have had to continue to function. Enrolment increases and changes in enrolment patterns have given rise to requirements for new space and equipment. Thus, at Guelph, it has been necessary, for example, to convert a basement storage area in the Biology Building to a teaching laboratory for introductory biology courses; a procedure both costly and unsatisfactory.

We have supported the principle of a capital formula, even when it hurt. We have participated in a review of the present formula with a view to making it more equitable. We do not believe that the principle or the effort expended in updating the formula should be allowed to stagnate, nor do we believe that the government should review or reactivate one element of the formula, cyclical renewal, in isolation. The formula needs to be considered as a whole, in some kind of balance. The only element which can be updated independently is the cost of space, which must reflect the changes in the costs of construction.

WE THEREFORE RECOMMEND THAT:

- (a) representatives of M.C.U., C.U.A. and C.O.U. meet as soon as possible to agree on revisions to the present capital formula; and
- (b) in the interim, the present capital formula be reinstated with the updated value for the cost of space which is realistic in terms of current costs of construction.

The subject of capital entitlement is discussed in greater detail on page 24 in the second section of the brief.

D. Support for Continuing Education

The University of Guelph has repeatedly expressed strong concern over the recognized public need for wider opportunities in Continuing Education, a need that is given some prominence in the C.O.P.S.E. Report and in recent statements of the Minister on opportunities for older students. We have continued to increase our efforts to develop programs in this area, but those efforts are necessarily limited, and their effectiveness correspondingly restricted, by their having to be virtually self-supporting. When we discussed this matter with the Committee last year, the Chairman, while acknowledging its importance, pointed to the difficulties that would lie in the way of administering governmental support for such programs, in that, since they do not fall under the normal categories of "credit" programs, it would be difficult for the Ministry to assign an appropriate value to them.

The institution of slip-year financing would seem to simplify the situation, since it implies a retrospective view of the University's activities, year by year. It appears quite feasible to prepare a full report on the programs offered in the previous year by a University in Continuing Education, and to make such a report the basis on which the University might apply for support of its Continuing Education programs in accordance with a formula to be established. We urge that the Committee on University Affairs take up the question of developing such

a mechanism and formula, and the controls it may feel appropriate, and make a suitable recommendation to the Ministry.

WE THEREFORE RECOMMEND THAT:

the Committee on University Affairs consider the desirability of greatly increasing the scope of Continuing Education programs throughout Ontario, and of requesting that funds be made available to universities for support of such programs.

E. Some Unrecognized Public Service

We wish to draw the attention of the Committee to an aspect of university activity that has received little public recognition and virtually no direct public financial support. All universities and most individual members of university faculties recognize that they have a duty to respond to social needs from time to time in ways that are not included in the normal activities of teaching, research, and continuing education. The response frequently takes the form of involvement with organizations and projects that are not directly related to those generally recognized functions, but that universities become concerned with because they fit with their conception of their role in society. We are not here referring to the very considerable contribution that faculty members make as individual members of society. We are referring to the yearly devoting of extensive university resources (both faculty and other) to assisting in the planning and conducting of conferences, symposia, and other meetings

in which organizations that are not academic, but that are concerned with particular community needs, draw on universities and their faculty members for support. It is true that the majority of such activities are financed so that direct costs to universities are met. It is also true that every year, at the University of Guelph, many hundreds, if not thousands, of hours of faculty effort are devoted to such activities without consideration of payment to either the faculty members or the University.

In Appendix A we provide a list of eleven conferences that will illustrate our point. These conferences, sponsored by the University itself, involved a great deal of university effort. In the same period there were scores of other conferences, held at the University though not under its sponsorship, to which faculty members made notable contributions.

It is clear that universities and faculty members will continue to engage in activities of the sort described, simply because they recognize them as a particular aspect of their social responsibility. We feel, nevertheless, that these activities, which involve a considerable amount of resources in meeting particular social needs, deserve recognition by the Committee and the Ministry.

SUMMARY OF RECOMMENDATIONS

- A. That the value of the Basic Income Unit for the next fiscal year be immediately increased to take account of the rapidly rising costs that universities are having to meet.
- B. That the Committee on University Affairs urge the government
 - (a) to increase immediately the scale of student assistance so as to enable students to cope with the increased costs they have experienced in recent months;
 - (b) to incorporate into the formula for determining student need a cost-of-living factor to be reviewed annually prior to the start of the Fall Semester and adjusted if necessary;
 - (c) to review the entire program of student aid, particularly the mandatory loan portion of the award, with a view to approaching the goal defined in the Report of the Commission on Post-Secondary Education in Ontario: "All financial barriers to accessibility must be abolished";
 - (d) to review the definition of independent status with a view to broadening eligibility by eliminating the mandatory minimum age;
 - (e) to ensure that applications received from Guelph for the Spring Semester be given priority over other applications and be processed manually if necessary.

C. That (a) representatives of M.C.U., C.U.A. and C.O.U. meet as soon as possible to agree on revisions to the present capital formula; and

(b) in the interim, the present capital formula be reinstated with an updated value for the cost of space which is realistic in terms of current costs of construction.

D. That the Committee on University Affairs consider the desirability of greatly increasing the scope of Continuing Education programs throughout Ontario, and of requesting that funds be made available to universities for support of such programs.

PART TWO

The following are written responses to some of the topics for discussion suggested by the Chairman of the Committee on University Affairs in her letter of July 5, 1973. The numbering corresponds to that used in her list of topics.

I. ENROLMENT

1. Comments on Long-term Enrolment Projections

Enrolment forecasts are influenced not only by the projected intake of new students and anticipated retention rates but also by changes that have occurred in the intake of new students in the previous two to three years. Although some Ontario universities experienced declines in full-time enrolment in the past few years, Guelph's enrolment increased by 483 students in Fall 1972 and approximately 850 students in Fall 1973. Freshman and total enrolment has increased or remained steady in all undergraduate programs except B.A. In the B.A. program the freshman intake dropped from 887 students in Fall 1971 to 671 in Fall 1972 and has increased to approximately 750 in Fall 1973. Despite these fluctuations total Fall semester enrolment in the program has remained virtually constant since 1971. At the graduate level, full-time enrolment has increased from 484 in Fall 1972 to 526 in Fall 1973. The enrolment of part-time students, while not large in relation to full-time enrolment, continues to increase each year. Part-time undergraduate enrolment has increased by 40% annually in the past two years. Part-time graduate enrolment has increased by a smaller proportion.

As noted on Form CUA-73-A (Appendix B, Page 2), freshman intake in the Fall Semester has recovered from the decline experienced a year ago. A further strengthening is projected for 1974-75 and a subsequent increase of some 130 students annually. Total undergraduate enrolment is projected to increase as the additional freshman students move through the four years of the undergraduate programs. As to graduate enrolment, we expect that it will remain at the Fall 1973 level in 1974-75 with some increase in subsequent years.

2. Shifts in Student Preferences

Demand for freshman places continues to be strong in three of the four degree programs that are unique in Ontario to Guelph, i.e. Agriculture, Veterinary Medicine and Family and Consumer Studies. The fourth degree program, Hotel and Food Administration, was started in Fall 1969 and is too new to have a firmly established pattern of student preference. There is a strong demand for places in the B.Sc. program, particularly in the biological sciences. Freshman intake in Engineering, Landscape Architecture and Human Kinetics has remained constant over the past several years.

In the statement on the aims and objectives of the University adopted last year, to which reference has been made, the University made a commitment to a primary focus on a liberal undergraduate education, and to a central concern with what we called "the living environment." The present strength of the programs offered by the Colleges of Arts and of Social Science, where there is clearly an upsurge of interest this fall, seems to us to confirm the soundness of that decision. In particular, we would note that the College of Biological Science, which had its inception less than three years ago,

has currently some 1,090 B.Sc. students registered in biological science majors, including Human Kinetics, offered by the College at the second, third and fourth year levels. In the College of Physical Science, which is also a young college, enrolments have risen steadily, particularly in the introductory courses in which a large amount of teaching is provided to students in other programs.

3. Policy on Class Size

The following Statement of Principle and Recommendation in regard to class size was adopted at the February 15, 1972, meeting of Senate for implementation in Spring Semester 1972.

Statement of Principle

Bearing in mind that a fixed maximum class size may not be appropriate for all subjects, and recognizing that a department should retain the necessary discretion to conduct its courses in as flexible a manner as possible, the University should adopt as a criterion for maximum class size, the teaching effort of one faculty member in a class size of fifty students.

Recommendation

Each Department shall endeavour to apply the standard of measurement stated above as a minimum in the allocation of teaching effort for each course, and in any course in which enrolment exceeds fifty, an opportunity be provided for each student to meet regularly with an instructor in a group of twenty-five students or fewer.

4. "Stop-outs" Re-entering Guelph

Two hundred and ninety-seven students who were previously registered as undergraduate students and have been absent for two or more semesters are currently registered in the Fall Semester. This figure represents about 3.3% of the total undergraduate enrolment.

We consider this to be strong evidence that "stop-outs" are returning to university, this one at least, and we are encouraged by the decision that these students have made. The breakdown of the above figures is as follows:

	<u>Fall '73 Registration</u>	
	<u>Full-time</u>	<u>Part-time</u>
Absent since December 1972	131	18
Absent since July 1972	25	7
Absent since April 1972	23	14
Absent since December 1971	15	8
Absent since July 1971, or earlier	<u>32</u>	<u>24</u>
	226	71

While not related directly to "stop-outs", we would note the large number of non Grade 13 freshman applicants who registered at Guelph this Fall. Some 393 of the 2,300 full-time students who registered in semester one in the undergraduate degree programs, excluding Veterinary Medicine, were non Grade 13 applicants. In particular, 274 of the 769 students who registered in the B.A. program, i.e. 36 percent, were non Grade 13 applicants; a large majority of these being admitted as mature students.

III. GRADUATE STUDIES

1. ACAP Planning Assessments

We accept the planning assessments as an effort on the part of the Ontario Universities system to rationalize graduate programs. Moreover, we believe that the supposed emphasis of the 1960's on numbers may well be giving place to a clear emphasis on quality. In so far as ACAP assessments may have contributed to that result, we especially welcome them.

The Assessments conducted thus far have drawn the universities together in the sharing of information, particularly about their plans for each of the disciplines involved. There is increased interest in possible cooperative programs, including fully joint programs of the kind developed three years ago by Guelph and McMaster at the Ph.D. level in Philosophy. The intent of such cooperation is to reduce the possibility of undesirable duplication on the one hand, and of undesirable lacunae on the other, and to improve quality. We strongly approve of such programs. The main problem in implementing them is that of ensuring that cooperation means sharing rather than merely the contribution of one university to the program of another.

A more general possible problem is that of obtaining reasonable assurances from C.U.A. and the Ministry that upon satisfactory Appraisal, programs will in fact be funded. Further, the recommendations that certain programs in certain universities be subject to Appraisal (or re-appraisal) may pose a problem for the

O.C.G.S. Committee on Appraisals. Such Appraisals, together with those of new cooperative programs, could create a virtually unmanageable burden for that Committee.

2. Provisional Embargo

We regard the concept of provisional embargo, implying something less than full planning assessments, as useful and encouraging. It will enable the particular universities interested in each discipline affected to plan more effectively. We urge that when a program has been appraised as satisfactory, and its quality thereby assured, it should forthwith be funded.

3. Program Innovations

The Ph.D. program in Food Science and the Master of Landscape Architecture program, both currently under Appraisal, are new programs fully consistent with the Aims and Objectives of the University.

Innovative programs at advanced stages of development include the proposals to offer (1) the Ph.D. in some subjects in cooperation with industry, and (2) a series of post-graduate diploma programs in several fields. The development of the former has been delayed by the "embargo" involved in planning assessments. The device is well-known in some U.K. universities. It involves the student in conducting research under the joint supervision of a qualified person in industry and a member of the

university who has similar interests. It is designed to overcome the problem of the Ph.D. candidates' research being so highly specialized that the new Ph.D. encounters great difficulty in obtaining industrial employment because of an allegedly irrelevant background.

The Post-Graduate Diploma programs would be one-year programs designed to meet specific needs of a quasi-professional or even professional nature for which the usual M.A. or M.Sc. is less than satisfactory. We anticipate that school teachers who need updating in subject fields, but who are unable for various reasons to proceed to a Masters' degree, would be interested in such Post-Graduate Diplomas. In specialized applied fields of some of the natural sciences the needs of government departments and agencies may be met more readily through a given one-year Post-Graduate Diploma program than through a research-oriented M.Sc. program which is likely to extend into a second year.

V. RESEARCH

A University policy on research was published in October 1969. It is currently being reviewed and revised by the Research Advisory Board and the Faculty Policies Committee.

Research policy is administered by a Dean of Research who is assisted by the Research Advisory Board. The function of the Board, its membership and the procedure for applying for research grants are presented in Appendix C.

VII. FACULTY

We have included in this brief in Appendix D our policy statements on Appointments, Tenure and Promotion for which we were asked.

VIII. STATUS OF WOMEN

1. Policy on Hiring, Remuneration and Promotion

The University's policy on the hiring, remuneration and promotion of women in all fields of employment is a policy of equal opportunity. To ensure that this policy is followed, a Task Force on the Status of Women in the University, reporting to the President, was established last year, with powers to review and recommend as necessary. As to the number of women faculty, 87 (i.e. 11.6%) of the 753 full-time faculty appointments at Guelph are held by females.

2. Admissions Policy

The University follows a policy of equal opportunity for women and men in admission to all academic programs. The Committee may be interested in the following data, for instance.

Applicants to Ontario Veterinary College

	Fall 1972	Fall 1973
Total Number of Qualified Applicants	533	644
Number of Qualified Female Applicants	103	145
Number of Applicants Admitted	120 (120)*	120 (120)
Number of Female Applicants Admitted	33 (33)	40 (40)

Applicants to School of Hotel and Food Administration

	Fall 1972	Fall 1973
Total Number of Applicants Admitted	103 (65)	118 (60)
Number of Female Applicants Admitted	22 (14)	37 (25)

Applicants to School of Physical Education

	Fall 1972	Fall 1973
Total Number of Applicants Admitted	212 (71)	220 (63)
Number of Female Applicants Admitted	92 (31)	100 (34)

*

Bracketed figures indicate number of students who registered

IX. STUDENT SUPPORT

1. Problems with O.S.A.P.

Guelph has some problems with O.S.A.P. These relate principally to the Spring Semester. Students experience considerable financial difficulties due to the delay in the processing of their applications. For example, in Spring Semester 1973, 82% of the applicants had not received their assessments by the sixth week of the semester. Even after eight weeks had passed, 40% of the students who had applied still had not been notified of their assessment.

The cause of this problem is the late date at which application forms for the Spring Semester are available from the Ministry. In Spring Semester 1973 forms were not mailed to students returning for the Spring Semester until late in April and had to be sent by the Ministry directly to the student's home address. Application forms for new students did not arrive in our Awards Office until Friday, April 27, the day before registration. The result was that no completed applications were received by our Awards Office prior to Spring registration. The flood of applications in the first two weeks of the Spring Semester placed a very heavy load on our Awards Office and many applications were not forwarded to M.C.U. until the third week of the semester (i.e. the third week in May). By this time, universities with a September to April academic year were submitting their Fall applications to the Ministry for processing.

It is our understanding that applications are processed by M.C.U. on a "first come, first serve" basis. This means that a student who did not need money for several months took precedence over a Guelph student who was currently enrolled and had an immediate need. While it is appreciated that the system must efficiently handle the large majority of applications, it does not seem impossible to design a system which would also satisfy the legitimate needs of a minority.

A second area of concern is the late date at which grant cheques are received for the Fall and Winter semesters. Frequently the cheques are received too late to be distributed to students at registration.

As solutions to these problems, we recommend that application forms for the Spring Semester be made available by the Ministry to the University by March 1 in order that they may be distributed to students and then processed by our Awards Office and sent off to Toronto by April 1 for assessment. If the computer program is not available at that time to process the Spring Semester applications, as has been the case each year, then they should be processed manually without delay. We have recommended and continue to recommend that M.C.U. extract the Spring Semester applications received from Guelph and give them priority over the Fall applications from this University and others.

It is our understanding that the University of Guelph Central Student Association will be sending a separate brief to C.U.A. on the matter of student awards.

2. Policy on Entrance Scholarships

Entrance scholarships are viewed as awards for recognition of academic merit; not as tools for recruitment. We believe that the majority of students awarded entrance scholarships at Guelph would have sufficiently high standing to qualify for similar awards at other Ontario universities.

X. FINANCE - OPERATIONS

2. & 3. Slip-Year Financing and Formula Financing

Provided that the value of the B.I.U. and the standard fee are known in advance, slip-year financing is an aid to planning in that the amount of total annual operating income is known twelve months earlier. It does not follow, however, that this method of financing is to the financial advantage of all universities. If a university is growing, it will always be one year in arrears in terms of the funds provided. Any fiscal advantage occurs only if and when total enrolment is shrinking.

Slip-year financing does not help with the problem of allocation of resources within the University, particularly faculty resources, since decisions must still be based on the enrolment forecast for the academic year concerned rather than on the enrolment of the previous year.

One feature of the slip-year financing, as supplied this year, gives us some concern, namely the special grants, or arrangements, for particular universities. Small universities have been given extra support, with Trent being a special case; bilingual grants have been given to certain universities; universities with health science programs have been allowed to count the increase in freshman enrolment this year for grant purposes. It would be unfortunate to prejudice the continuance of a system of formula financing by making every university a special case.

As stated elsewhere, we support wholeheartedly the principle of formula financing. We recognize that the slip-year method provides at least temporary help to some of our sister universities, though it has a significant immediate disadvantage to Guelph (a loss of over \$2 million in operating grants this year). We would emphasize that for formula financing to be viable, it is essential that the changes in value of the B.I.U. reflect real changes in the cost of university operations caused by inflation. The announced minimum increase of 5% for 1974-75 is a step in the right direction, but it is well below the real inflationary increase.

XI. FINANCE - CAPITAL

At the time the capital freeze was announced, the University of Guelph was in the midst of an extensive building program. The

necessary cutbacks and delays introduced by the capital freeze have occasioned some difficulty already and we anticipate will cause severe problems in the immediate future unless some relief is obtained.

The area of greatest difficulty is the Ontario Veterinary College. For more than three years now, the question of capital support for O.V.C. has been a matter of grave concern. Like other health sciences, veterinary medicine was excluded from the interim capital formula; unlike other health sciences, veterinary medicine did not receive capital funds from the Health Resources Fund.

At the 1971 meeting with C.U.A. we agreed to increase enrolment in O.V.C. provided the government undertook to furnish appropriate operating and capital support. We received confirmation from M.C.U. that they would provide the necessary operational funds, and officers of the M.C.U. and the University developed and agreed upon a formula of capital funding for O.V.C. The total amount of money that would have been available under this formula was \$12.0 million. Some of this money has been made available to permit the construction of a Laboratory Animal Building, and M.C.U. has agreed to provide funds for an extension to the Pathology and Veterinary Microbiology and Immunology building if the federal government agrees to provide a matching amount. Meanwhile, because of the urgency of the need, the University has proceeded with the design. Other necessary additional buildings and upgrading of existing space have been

delayed. Unless the balance of the needed funds is made available, we anticipate severe problems in accommodating D.V.M. students, if the present level of freshman intake is continued so that the total number of students in the program increases from the present enrolment of 400 to 480 in Fall 1975. The lack of appropriate space has already caused the University to delay the introduction of the proposed B.Sc. program in Biomedical Science which was discussed in the 1972 meeting with C.U.A.

As for the rest of the University which was under the capital formula, projects were planned for a University Centre, Central Services, Human Kinetics, Family and Consumer Studies, Biological Science, Social Science and Land Resource Science. Two of these projects, the University Centre and the Human Kinetics Building, were sufficiently far advanced that they have been permitted to go ahead, though on a reduced scale, during the capital freeze. The other projects were deferred by M.C.U. for the period of the capital freeze.

The University is using money previously raised from private sources to provide some critically needed facilities for the College of Family and Consumer Studies, particularly the School of Hotel and Food Administration, and the College of Biological Science. Neither of these projects will adequately meet the demand foreseen three years hence, but they will afford some relief. The University, of course, would expect to recover these monies once the capital freeze is lifted.

The very real shortage of space being experienced by the University as a result of the capital freeze is displayed in Table 1 below, which contrasts the cumulative amounts committed to building projects with the amounts the University would have been entitled to under the interim formula. It might be pointed out that the cumulative entitlement amounts are based on projections revised in light of Guelph's enrolment experience over the past two years. The 1972-73 figure, of course, is based on the actual enrolment experienced this Fall.

TABLE 1

<u>Year</u>	<u>Cumulative Amounts Committed to Building Projects under Formula</u>	<u>Cumulative Entitlement Under Interim Capital Formula</u>
	<u>(excluding O.V.C.)</u>	<u>(excluding O.V.C.)</u>
	in thousands of dollars	
1972-73	4,933	11,268
1973-74	10,556	17,552
1974-75	12,891	21,844
1975-76	12,891	24,527
1976-77	12,891	27,591
1977-78	12,891	31,119

1. Cyclical Renewal

Any useful capital formula includes the following components:

- (i) An existing "space inventory" at a given point of time.
- (ii) Measures of the building space required according to the kinds and quantities of use or projected use.
- (iii) An index of dollar costs.
- (iv) A provision for up-dating and maintaining the space inventory.

The interim capital formula contained all of these components, with the cyclical renewal as an integral part of the formula. While there was some disagreement with the values assigned under the various components, there was no disagreement that these four components were necessary in any capital formula.

A first step to revising the values assigned in the interim capital formula was the preparation of "Building Blocks" Vols. 1-4 prepared by various task forces of the Council of Ontario Universities. To the best of our knowledge there has been no formal response by M.C.U. to the proposals put forward in these documents. The material contained in these documents did not constitute a proposal for a revised capital formula, but it did represent the basis for such a proposal. It is our opinion that after a response to these documents has been received from M.C.U., then representatives of M.C.U., C.U.A. and the universities should meet to develop a revised formula of which cyclical renewal would form an integral part. Undoubtedly, as we have stated in previous briefs, the value of the capital unit should be increased. Any examination of values in the capital formula would include a review of the appropriate value for cyclical renewal.

2. Adjustments to Physical Plant

The University of Guelph has experienced some difficulty in the past in adjusting physical plant to changing student preferences, but it is only recently that these difficulties have been major. There is no provision in the present formula for financing such changes and such a provision should be made.

3. Policy on the Allocation of Space

The following process is followed in allocating space amongst the various parts of the University:

- (i) The various needs for space of individual departments are calculated on the basis of at least two sets of space standards. One is Building Blocks Volume 1, the other is a published text.¹
- (ii) The total university space needs according to these standards are compared with what is available under the interim capital formula. To date these total needs have always exceeded the space available under formula and it has been necessary to prorate downwards the needs of individual departments, arrived at in (i).
- (iii) The present (or projected) needs of the individual departments are then compared with the space presently assigned to them, and priority for new space is assigned to those departments having the greatest need. In making

¹"University Space Planning", H.D. Bareither and J.L. Schillinger, University of Illinois Press

these allocations, the space requirements calculated in step (i) serve only as a comparative basis, and the needs of the particular program and the teaching methods employed are taken into consideration.

Since the capital freeze was initiated and no new buildings have been available, reallocation of space among departments has taken place in an effort to alleviate the greatest problems. This is not always successful since if available space is unserviced and the need is for serviced space, funds are not available for the necessary conversions.

UNIVERSITY SPONSORED CONFERENCES

Conference on "The Biology of the Seal"

A five day international conference dealing with various aspects of seal biology through the presentation of papers, group discussions, plenary sessions and exhibits. Participants came from sixteen countries. August 1972. Attendance: 130

Conference on "Cable Broadcasting in the Community"

A three day conference discussing cable broadcasting with special reference to the increased and improved use of community access channels. May 1972. Attendance: 120

Conference on "Urban Growth - Implications of the Urbanization of Toronto on the Rest of Ontario"

A three day conference dealing with the impact of the growth of Metropolitan Toronto on surrounding communities with recommendations being made with respect to the nature of the growth. June 1973. Attendance: 137

Harshman Conference - "Food in a Changing Society"

A two day invitational conference dealing with changes in society and the role of the food industry in creating and reacting to these changes. November 1972. Attendance: 80

"Man and Shelter" Workshop

A five day in-depth discussion of the current state of housing in Canada with special reference to housing for families. July 1973. Attendance: 50

"Contemporary Issues of Consumer Behaviour"

A four day conference dealing with consumer behaviour styles in 1973 and how governments and industry can make use of research in terms of educating and guiding consumers. August 1973.

Attendance: 75

Symposium - "Coccidia and Related Organisms"

A one day international symposium presenting current research dealing with Coccidia organisms. June 1973. Attendance: 170

"Graphics Seminar II"

A two day conference of graphic artists working in universities dealing with the improvement of university teaching through visual presentations. March 1973. Attendance: 80

Symposium on "The Physical Environment of the Hudson Bay Lowland"

A two-day symposium providing a forum for individuals and groups with planning, development and research interests in the Hudson Bay Lowland as well as presenting current research and developing research priorities. March 1973. Attendance: 42

Symposium - "Ninety-Nine and Beyond"

A one day symposium dealing with future developments in engineering and the implications of these developments for society. June 1973. Attendance: 71

Symposium - "Sports Medicine"

A two day symposium dealing with the medical aspects of sports participation. April 1973. Attendance: 320

LONG TERM ENROLMENT DATA 1978-79

Appendix B
Page 1

Equivalent Full-time Enrolment (incl. Veterinary Medicine)

Spring, Fall and Winter Semesters

Instructions

1. Please complete this report in a manner consistent with the enrolment categorization scheme and definitions reflected on the regular M.C.U. Enrolment Reports (U.A.R. Forms). Note particularly, however, the precise requirement under item (i) which is for registration in the 1st University year subsequent to Grade 13 into undergraduate degree programs only.
2. Reports for the University of Guelph, the University of Waterloo, and the University of Windsor should be on an F.T.E. basis.
3. For constituent Universities with Federated or Affiliated institutions, Full-time Enrolment must take into account net teaching service performed for these Institutions, and will therefore, be stated in terms of F.T.E. for teaching services performed (Toronto, Waterloo, Western and Laurentian).

1971-72 1972-73 1973-74 1974-75 1975-76 1976-77 1977-78 1978-79

Full-time "Freshman Intake" (i.e. 1st Year Undergraduate Degree)	2846	2678	2692	2805	2935	3065	3190	3315
) Total Full-time Undergraduate (including diploma and other non-degree and make-up or qualifying year).	7575	8032	8745	9050	9290	9545	9900	10,300
i) Total Graduate (Fall-Term)	514	484	526	500	540	580	620	660
) Total Full-Time Enrolment (ii plus iii)	8088	8516	9271	9550	9830	10,125	10,520	10,960
F.T.E. of Part-Time Enrolment using Formula Conversion Factors (excluding "Summer School" Graduate Students)	192	238	269	295	325	345	375	405
) F.T.E. Enrolment (iv plus v)	8280	8754	9540	9845	10,155	10,470	10,895	11,365

Fall Term Enrolment (incl. Veterinary Medicine)

INSTRUCTIONS

1. Please complete this report in a manner consistent with the enrolment categorization scheme and definitions reflected on the regular M.C.U. Enrolment Reports (U.A.R. Forms). Note particularly, however, the precise requirement under item (i) which is for registration in the 1st. University year subsequent to Grade 13 into undergraduate degree programs only.
2. Reports for the University of Guelph, the University of Waterloo, and the University of Windsor should be on an F.T.E. basis.
3. For constituent Universities with Federated or Affiliated institutions, Full-time Enrolment must take into account net teaching service performed for these Institutions, and will, therefore, be stated in terms of F.T.E. for teaching services performed (Toronto, Waterloo, Western and Laurentian).

	1971-72	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79
(i) Full-time "Freshman Intake" (i.e. 1st Year Undergraduate Degree)	2118	2013	2130	2205	2290	2375	2455	2535
ii) Total Full-Time Undergraduate (including diploma and other non-degree and make-up or qualifying year)	6773	7286	8100	8425	8670	8915	9205	9555
iii) Total Graduate (Fall-term)	514	484	526	500	540	580	620	660
v) Total Full-Time Enrolment (ii plus iii)	7287	7770	8626	8925	9210	9495	9825	10215
(v) F.T.E. of Part-Time Enrolment using Formula Conversion Factors (excluding "Summer School" Graduate Students)	133	177	192	210	230	250	270	290
vi) F.T.E. Enrolment (iv plus v)	7420	7947	8818	9135	9440	9745	10095	10505

UNDERGRADUATE ENROLMENT DATADEGREES AWARDED BY LEVEL

	<u>1971-72</u> <u>Act.</u>	<u>1972-73</u> <u>Act.</u>	<u>1973-74</u> <u>Est.</u>	<u>1974-75</u> <u>Proj.</u>	<u>1975-76</u> <u>Proj.</u>	<u>1976-77</u> <u>Proj.</u>	<u>1977-78</u> <u>Proj.</u>	<u>1978-79</u> <u>Proj.</u>
B.Sc.(P.E.)*	40	38	45	50	55	45	50	50
B.A.-Gen.	498	501	575	510	460	480	505	535
-Hon.	208	178	225	235	195	185	195	210
B.Sc.(Agr.)	215	198	160	215	240	295	250	250
B.A.Sc.	138	129	150	205	225	240	235	255
B.Comm.	-	22	25	40	55	40	45	45
B.Sc.(Eng.)	18	25	35	30	25	25	30	35
B.L.A.	12	14	15	15	25	20	20	20
B.Sc.-Gen.	60	83	115	155	145	155	160	165
-Hon.	92	141	210	260	335	335	345	365
D.V.M.	75	82	80	80	120	120	120	120
Total Degree	1,365	1,411	1,635	1,795	1,880	1,940	1,955	2,050
Assoc. Diploma in Agriculture	92	102	100	100	100	100	100	100

* Degree designation changed to B.Sc.(H.K.) in 1976

GRADUATE ENROLMENT DATADIPLOMAS AND DEGREES AWARDED BY DISCIPLINE AREA

<u>GREGATE FIGURES</u>	1971-72 <u>Act.</u>	1972-73 <u>Act.</u>	1973-74 <u>Est.</u>	1974-75 <u>Proj.</u>	1975-76 <u>Proj.</u>	1976-77 <u>Proj.</u>	1977-78 <u>Proj.</u>	1978-79 <u>Proj.</u>
ploma	13	18	16	18	20	21	22	23
ster's	194	179	185	200	215	230	250	270
ctoral	33	39	36	37	42	47	54	60
tal	240	236	237	255	277	298	326	353
<u>FIGURES BY DISCIPLINE AREA</u>								
<u>UCATION</u>								
ploma	-	-	-	-	-	-	-	-
ster's	7	13	9	10	10	10	11	12
ctoral	-	-	-	-	-	-	-	-
tal	7	13	9	10	10	10	11	12
<u>SCIENCE AND APPLIED ARTS</u>								
ploma	-	-	-	-	-	-	-	-
ster's	-	-	-	-	-	-	-	-
ctoral	-	-	-	-	-	-	-	-
tal	-	-	-	-	-	-	-	-
<u>HUMANITIES AND RELATED</u>								
ploma	-	-	-	-	-	-	-	-
ster's	21	12	15	20	22	24	27	30
ctoral	1	1	1	2	2	3	3	3
tal	22	13	16	22	24	27	30	33
<u>SOCIAL SCIENCES AND RELATED</u>								
ploma	-	-	-	-	-	-	-	-
ster's	29	43	45	45	48	50	55	60
ctoral	-	-	-	-	-	-	-	-
tal	29	43	45	45	48	50	55	60
<u>AGRICULTURAL AND BIOLOGICAL SCIENCES</u>								
ploma	-	-	-	-	-	-	-	-
ster's	79	70	75	80	85	90	95	100
ctoral	19	30	25	25	28	32	37	43
tal	98	100	100	105	113	122	132	143

GRADUATE ENROLMENT DATADIPLOMAS AND DEGREES AWARDED BY DISCIPLINE AREA

	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>
	<u>Act.</u>	<u>Act.</u>	<u>Est.</u>	<u>Proj.</u>	<u>Proj.</u>	<u>Proj.</u>	<u>Proj.</u>	<u>Proj.</u>

ENGINEERING AND APPLIED SCIENCES

Diploma	-	-	-	-	-	-	-	-
Master's	13	10	8	9	10	11	12	12
Doctoral	-	-	-	-	-	-	-	-
Total	13	10	8	9	10	11	12	12

HEALTH PROFESSIONS AND OCCUPATIONS (O.V.C.)

Diploma	13	18	16	18	20	21	22	23
Master's	20	10	18	20	22	25	28	32
Doctoral	9	6	8	8	9	9	10	10
Total	42	34	42	46	51	55	60	65

MATHEMATICS AND THE PHYSICAL SCIENCES

Diploma	-	-	-	-	-	-	-	-
Master's	25	21	15	16	18	20	22	24
Doctoral	4	2	2	2	3	3	4	4
Total	29	23	17	18	21	23	26	28

NEW REGISTERED GRADUATE STUDENTS BY DISCIPLINE AREA

<u>AGGREGATE FIGURES</u>	<u>1970-71 Actual</u>	<u>1971-72 Actual</u>	<u>1973-73 Actual</u>	<u>1973-74 Estimate</u>
Full-time - Masters	256	225	224	259
- Doctoral	32	25	29	26
- Other - Non Degree	6	-	1	1
- Diploma	<u>15</u>	<u>17</u>	<u>19</u>	<u>16</u>
- Total	309	267	273	302
Part-time - Masters	29	31	26	35
- Doctoral	3	-	-	2
- Non Degree	<u>16</u>	<u>9</u>	<u>11</u>	<u>8</u>
- Total	48	40	37	45
<u>Education</u>				
Full-time - Masters	12	16	19	12
- Doctoral	-	-	-	-
- Other	-	-	-	-
- Total	<u>12</u>	<u>16</u>	<u>19</u>	<u>12</u>
Part-time - Masters	7	9	12	9
- Doctoral	-	-	-	-
- Other - Non Degree	-	<u>2</u>	<u>2</u>	<u>2</u>
- Total	<u>7</u>	<u>11</u>	<u>14</u>	<u>9</u>
<u>Fine and Applied Art</u>				
Full-time - Total	-	-	-	-
Part-time - Total	-	-	-	-
<u>Humanities and Related</u>				
Full-time - Masters	40	21	21	30
- Doctoral	2	2	1	1
- Other - Non Degree	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>
- Total	<u>44</u>	<u>23</u>	<u>22</u>	<u>31</u>
Part-time - Masters	2	-	-	1
- Doctoral	2	-	-	-
- Other	-	-	-	-
- Total	<u>4</u>	-	-	<u>1</u>
<u>Social Sciences and Related</u>				
Full-time - Masters	70	42	63	60
- Doctoral	-	-	3	3
- Other	-	-	-	-
- Total	<u>70</u>	<u>42</u>	<u>66</u>	<u>63</u>
Part-time - Masters	16	15	9	16
- Doctoral	-	-	-	-
- Other - Non Degree	<u>7</u>	<u>6</u>	<u>8</u>	<u>6</u>
- Total	<u>23</u>	<u>21</u>	<u>17</u>	<u>22</u>

GRADUATE ENROLMENT DATANEW REGISTERED GRADUATE STUDENTS BY DISCIPLINE AREA

	<u>1970-71</u> <u>Actual</u>	<u>1971-72</u> <u>Actual</u>	<u>1972-73</u> <u>Actual</u>	<u>1973-74</u> <u>Estimate</u>
<u>Agricultural and Biological Science</u>				
Full-time - Masters	79	101	90	113
- Doctoral	22	21	21	19
- Other - Non Degree	4	-	-	1
- Total	105	122	111	133
Part-time - Masters	3	4	2	6
- Doctoral	-	-	-	1
- Other	1	-	1	-
- Total	4	4	3	7
<u>Engineering and Applied Science</u>				
Full-time - Masters	-	2	-	9
- Doctoral	1	-	-	-
- Other	1	-	-	-
- Total	2	2	-	9
Part-time - Masters	-	2	-	1
- Doctoral	1	-	-	-
- Other - Non Degree	1	-	-	1
- Total	2	2	-	2
<u>Health Professions and Occupations</u>				
Full-time - Masters	16	9	8	24
- Doctoral	6	-	2	2
- Other - Diploma	15	17	19	16
- Non Degree	-	-	1	-
- Total	37	26	30	42
Part-time - Masters	1	-	2	1
- Doctoral	-	-	-	1
- Other - Non Degree	3	1	-	1
- Total	4	1	2	3
<u>Mathematics and the Physical Sciences</u>				
Full-time - Masters	25	23	18	11
- Doctoral	2	1	1	1
- Other	-	-	-	-
- Total	27	24	19	12
Part-time - Masters	-	1	1	1
- Doctoral	-	-	-	-
- Other - Non Degree	4	-	-	-
- Total	4	1	1	1

Functions of the Research Advisory Board

1. To make general recommendations on such matters as:
 - (i) procedures for approval of applications and contracts for research grants from "outside" agencies,
 - (ii) policy and procedures with regard to patents, copyrights, etc.
 - (iii) policy and procedures for the coordination of research.
2. To review regularly the total research program of the University and make recommendations in regard to area(s) that should be introduced or strengthened.
3. To make recommendations in regard to the distribution of general (uncommitted) Research Funds within the University.
4. To make recommendations to Senate on all matters of concern to Senate.
5. To make recommendations to the Board of Governors, through the President, on all matters of concern to the Board of Governors.

Membership of the Research Advisory Board

Ex-Officio: President
 Vice-President Academic

Members: Dean of Research
 Dean of Graduate Studies
 Deans of each College of their designates
 Seven faculty members named by Senate, but not necessarily Senate members
 - one from each of the following areas:
 Humanities
 Social Science
 Family and Consumer Studies
 Physical Science
 Biological Science
 Agriculture
 Veterinary Medicine

Three Members of the Board of Governors

Procedure for Applying for Research Grants

1. All applications for extramural funds (by a faculty member, Department, School, Institute, Centre or College) for research or graduate student support must be approved by the University.
2. Applications or proposals to outside agencies for funds for specified or unspecified research within the University should be forwarded with the approval of the Department Chairman, Director of the School, Institute or Centre, and of the Dean of the College to the Dean of Research who will advise as to whether the application or proposal is consistent with University policy.
3. The overriding responsibility of the Dean of Research is to assist faculty wherever possible in the preparation of proposals and in the location and solicitation of prospective sponsors. The Dean of Research or the Research Advisory Board should not be expected to evaluate the academic value of a research project. A proposal may be rejected at this level only if it does not conform to University policies.
4. The Dean of Research (who may request advice from the Research Advisory Board) will sign where necessary all approved applications or proposals for research on behalf of the University. The application or proposal shall be returned to the researcher for forwarding to the appropriate agency.
5. The procedure outlined in 1 to 4 above should not be construed as limiting the freedom of any faculty member to discuss possible research sponsorship on an informal basis with outside individuals, agencies or corporations.

APPOINTMENTS, TENURE AND PROMOTION

I. PREAMBLE

- 1.01 The essential functions of a University are the pursuit and dissemination of knowledge and the stimulation of intellectual life through teaching and research. Academic freedom is essential to the carrying out of these functions. The primary purpose of a system of academic tenure is to ensure the social benefits of academic freedom to society at large, rather than to benefit a particular institution or its individual faculty members.
- 1.02 Academic freedom involves many things, including the right within a University to decide who shall teach, who shall be taught, and what shall be studied, taught or published. Because a University's essential concerns are intellectual, academic freedom involves the right of appointment of faculty members, or admission of students, regardless of race, sex, religion, or politics. It involves the right to teach, investigate, and speculate without deference to prescribed doctrine. It involves the right to criticize the University.
- 1.03 It is important to recognize that academic freedom may at any time be endangered by improper or peremptory action by persons within the University itself. It may be endangered by persons outside the University who disagree with ideas or opinions expressed through the teaching function of the University; or by those whose ideas or social or financial position may appear to be threatened by the implications of the research function of the University.
- 1.04 Tenure means the right of a faculty member not to be dismissed except for cause, cause being determined only through duly established procedures that enable the faculty member to be judged, if he so wishes, by his peers. Tenure exists as a device for the protection of academic freedom in the University.
- 1.05 Every faculty member has a right to academic freedom and to having that freedom protected. It may be argued therefore that tenure ought to be granted to every

faculty member from the date of his appointment. To extend it in that way would deprive the University of a necessary flexibility in meeting its teaching and research functions; it would moreover prevent it from exercising with full responsibility one of the rights inherent in academic freedom as it concerns the institution: the right to decide who shall teach. It is clear, then, that tenure is not a fully satisfactory instrument for the protection of academic freedom; to be genuinely effective it must not only provide tenured faculty members with protection, but also prompt them to accept responsibility in protecting the academic freedom of those who do not have tenure.

1.06 Academic disputes ought to be settled by resort to equitable procedures available within the academic community. It is essential to recognize that any such procedures are internal to the University and that their status in courts of law is by no means clear. The legal framework of the University is established by The University of Guelph Act, 1964, which, in vesting the management of the University in the Board of Governors, gives the Board power, inter alia,

- (a) to appoint, promote and remove the heads of all faculties and schools, the senior administrative officers of the University, including, but without limiting the generality of the foregoing, the Registrar of the University, the Librarian of the University, the Comptroller of the University, and the Secretary of the Board, the teaching staff of the University, and all such other officers, clerks, employees, agents and servants as the Board deems necessary or expedient for the purpose of the University, but no person shall be appointed, promoted, or removed as head of a faculty or School, as a senior administrative officer or as a member of the teaching staff of the University, except on the recommendation of the President.
- (b) to fix the numbers, duties, salaries and other emoluments of the officers, agents and servants of the University.

The procedures described in the following pages are aimed at ensuring a reasonable compatibility between this legislation and the academic needs of the University of Guelph.

- 1.07 This document has been formally approved by the University Committee on Faculty Policies and by the Board of Governors, and is an official statement of University policy and procedures. Every effort will be made to comply with its requirements. Nevertheless, the document does not have the force of a legal contract. For example, a failure to meet a specified deadline, whether unavoidable or inadvertent, would not affect the relationship in law between the University (as an employer) and a faculty member (as an employee).

The President, upon due consideration, will usually accept recommendations on which a Department Committee and College Committee agree. In exceptional cases in which he rejects such recommendations, he will provide reasons for doing so to both Committees and the faculty member concerned.

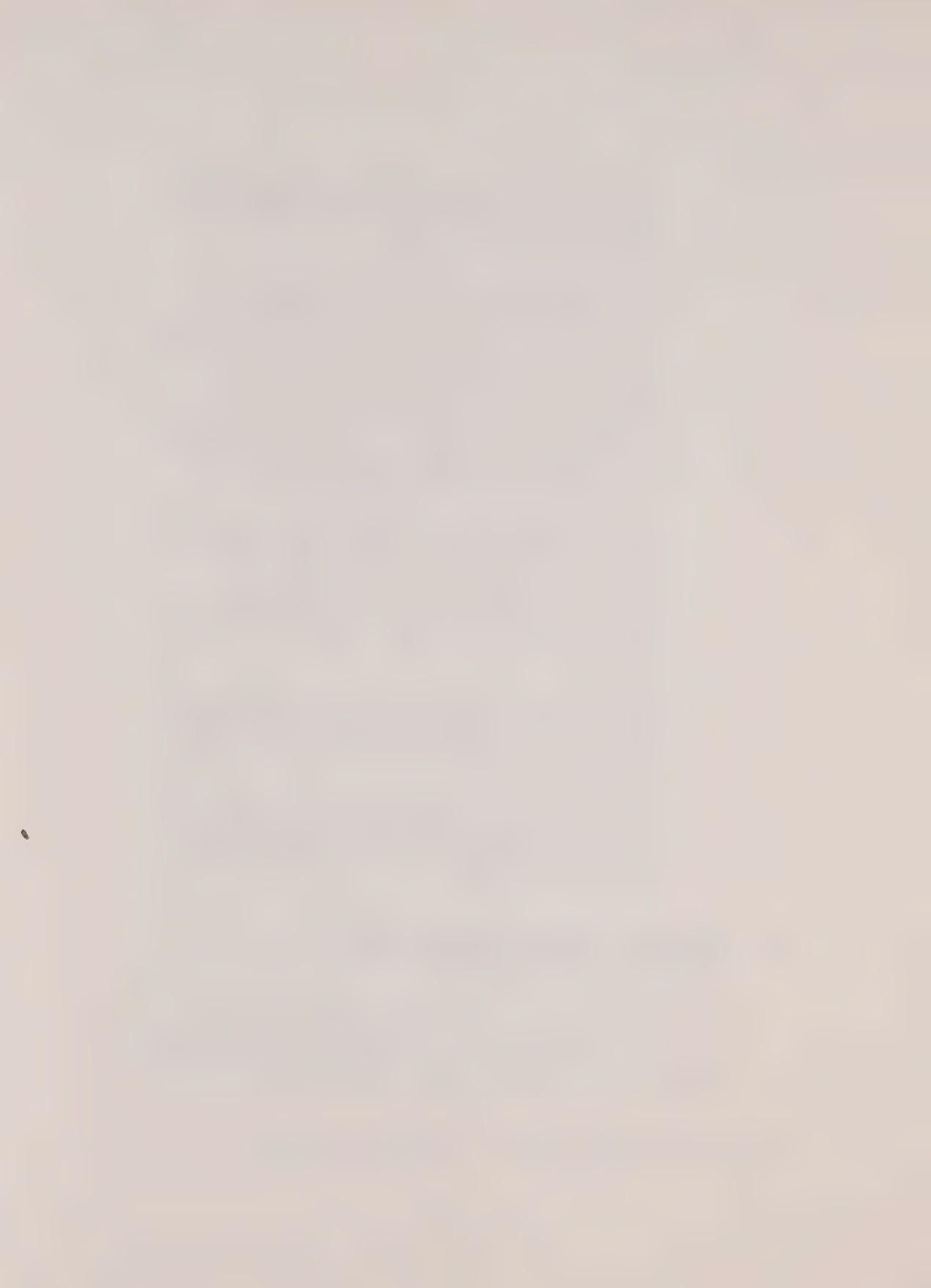
- 1.08 This policy statement is subject to revision from time to time on recommendation of the University Committee on Faculty Policies which will also rule on the intent of the policy should questions of interpretation arise.

- 1.09 For the purposes of this document, Department and School are synonymous, i.e. for "Department" read "Department or School" and for "Chairman" read "Chairman or Director".

II. DEPARTMENT TENURE AND PROMOTION COMMITTEE
(Referred to in this document
as the Department Committee).

- 2.01 There will be a Tenure and Promotion Committee for each Department. All members of these Committees will hold tenure in the University.* Proceedings of these Committees will be confidential.

* An exception will be made in the case of a Chairman who does not have tenure.



Electoral procedures and operative dates of the policy for these Committees will be established by the University Committee on Faculty Policies.

2.02 The membership of each such Committee will be:

- (i) the Dean of the College
- (ii) the Chairman of the Department, who will act as Chairman of the Committee.
- (iii) four faculty members in the Department, at least two of whom will be full Professors, elected annually for one year by all faculty in the Department. When the number of full Professors in the Department (excluding the Chairman) is two or one they will automatically be members of the Committee. If the number is smaller than two, the Professors' posts on the Committee will be made up by election of Associate Professors and failing that, Assistant Professors, in the Department. In departments with four or fewer tenured faculty members (excluding the Chairman) all tenured members will serve on the Committee. It is expected that faculty members would not refuse to serve on the Department Committee.
- (iv) one member elected annually by and from the faculty of that College who shall serve on all Department Committees in the College and on the College Committee.
- (v) when a faculty member who is in an Office or a Center is being considered, the person to whom the Office or Center is responsible.

2.03 A quorum of the Department Committee will be one less than the full committee. Where any recommendations are made by the Committee, a list of those members present and absent shall accompany the recommendations to the President.

2.04 The decisions of the Department Committee will be reached by majority vote, and the Chairman will vote. The Chairman will vote again to break a tie. A member

may withdraw prior to consideration and decision on a particular case. However, no member present for the consideration of a case will abstain from voting.

- 2.05 The Department Chairman will inform the faculty members concerned of the action taken by the Department Committee within the time periods prescribed in this policy.

III. COLLEGE TENURE AND PROMOTION COMMITTEE
(Referred to in this document
as the College Committee).

- 3.01 There will be a College Tenure and Promotions Committee for each College. Its functions will be to review recommendations of the Department Committees and to supplement the recommendations of the Department Committees to the President with recommendations of its own, and to receive and deal with appeals against decisions of the Department Committees in accordance with 5.09 below. All members of the College Committees must have tenure. Electoral procedures and operative dates of the policy for these committees will be as established by the University Committee on Faculty Policies.

- 3.02 The membership of the Committee will be:

- (i) the Vice-President Academic
- (ii) the Dean of the College who will act as Chairman
- (iii) one faculty member from each department in the College elected annually for one year by all faculty members in the department.
- (iv) the member of the Department Committee referred to in 2.02 (iv)

- 3.03 A quorum will be three-quarters of the Committee. Decisions will be reached by a majority vote and the Chairman will vote. The Chairman will vote a second time to break a tie. A member may withdraw prior to consideration and decision on a particular case. However, no member present

for the consideration of a case may abstain from voting.

IV. POLICY WITH RESPECT TO ACADEMIC APPOINTMENTS

- 4.01 Every appointment to the full-time faculty will be made at one of the following ranks: Professor, Associate Professor, Assistant Professor, Lecturer, Instructor. Ranks at which tenure may be granted are Professor, Associate Professor, and Assistant Professor.
- 4.02 Appointments to full-time faculty positions are of three types:
 - (i) appointments to the ranks of Associate Professor and Professor that may confer tenure on appointment. (See 5.03 (ii)).
 - (ii) appointments that confer probationary status, ensuring the right of the appointee to fair consideration for tenure as stated in the policy on appointments, tenure and promotion which is current at the time of such consideration.
 - (iii) appointments with contractually limited terms (4.07) that carry no implication of renewal (although such contracts may be renewed) or continuation beyond the term and no implication that the appointee is on probation for tenure. Every Instructor will be employed on a contractually limited term.
- 4.03 Part-time appointments, that is those in which duties are specified and constitute less than a full-time teaching equivalent, may be made and will be for contractually limited terms. (See 4.02 (iii)).
- 4.04 Every full-time academic appointment confers the right during the term of the appointment to fair consideration for increases of responsibility and salary, and promotion in rank. Tenure will not be granted to a faculty member whilst he holds the rank of Lecturer. Promotion of a faculty member

on probation from Assistant Professor to Associate Professor or from Associate Professor to Professor will confer tenure. Promotion of a Lecturer to Assistant Professor does not necessarily confer tenure.

- 4.05 Each new appointee to the faculty will be given by the Dean, in writing, a statement of his rank, salary, situation with respect to tenure, and length of term (where applicable), together with a copy of this policy statement.
- 4.06 The maximum duration of a probationary appointment is five consecutive years of full-time employment* (dating from the time of appointment to a full-time faculty position at the University of Guelph). Probationary appointments will be reviewed each year by the Department Committee as outlined in 5.03 (i). A probationary appointment usually lasts for at least two full years of employment.
- 4.07 The University will not use appointments with contractually limited terms (4.02 (iii)) in place of probationary appointments. The length of every contractually limited term will be clearly stated in writing at the time of appointment. (See 4.05). If the University intends to offer renewal of such a contract, the University will give the faculty member six months' notice of its intentions with respect to renewal.

V. POLICY WITH RESPECT TO TENURE

- 5.01 (i) The granting of tenure to a faculty member recognizes competence and maturity in his discipline, as exemplified by his contribution to the academic functions of the University and by related activity within or outside of the University.
- (ii) The Dean will advise the faculty member, early in his appointment, of the criteria generally observed in respect to the granting of tenure.

* Not counting periods of leave without salary.

(iii) The chairman of the Department concerned will advise the faculty member of the time when decisions affecting tenure are ordinarily made, and will ask him to submit material which may be helpful to an adequate consideration of his circumstances. Each College will devise a form suitable to its particular needs on which each faculty member will annually document his activities. This form may be used in evaluating faculty members for tenure or promotion or salary.

5.02 The conferring of tenure is a very important step in the relations between the University and the faculty member, and it should be decided upon only through careful discussion. The special ability of those within a discipline to judge competence in it is recognized in this policy.

5.03 (i) Each year the Department Committee will consider each of those members of the Department who hold probationary appointments. At the time of such consideration, there are three possible recommendations that the Committee may make to the President:*

- (a) that tenure be granted
- (b) that tenure not be granted but that the probationary appointment be continued
- (c) that tenure not be granted and the appointment be terminated.

(ii) A new appointment to the faculty with tenure under 4.02(i) must be approved by the Department Committee.

5.04 If the Department Committee recommends that tenure not be granted but that the probationary appointment of a faculty member be continued, the Chairman will so notify him in writing and will discuss the recommendation with him.

* Except in the fifth year of a probationary appointment when the Committee is limited to possibilities (a) and (c). (See 4.06).

- 5.05 If the Department Committee recommends that tenure not be granted and that the probationary appointment be terminated, the Chairman will inform the faculty member in writing of the decision. If the faculty member so requests, he will be given in writing a statement which the Department Committee has agreed represents its reasons for not granting tenure. The Committee is not required to justify its decision.
- 5.06 The Chairman of the Department Committee will send a list of all cases considered by the Committee and the recommendation on each case considered by the Department Committee together with supporting statements, to the College Committee.
- 5.07 The College Committee will review all Department Committee recommendations originating in the College and forward them and their supporting statements to the President, together with supplementary recommendations and supporting statements, if any, of the College Committee.
- 5.08 The Chairman of the College Committee will inform the Department Committee and the individual faculty member concerned of the recommendations of the College Committee. (See 5.10).
- 5.09 The procedure for appeals against Department Committee recommendations is as follows:
 - (i) If a faculty member on a probationary appointment considers that the recommendation by the Department Committee not to grant him tenure (either to continue his probation or to discontinue his appointment) was unjust, he has the right to appeal to the College Committee.
 - (ii) Notice of appeal against the recommendation of the Department Committee, including the grounds for such an appeal, must be received by the Chairman of the College Committee in writing within one week of the faculty member being informed of the recommendation of the Department Committee. The faculty member may appear before the College Committee if he so requests in writing.

(iii) As a result of an appeal, the College Committee may require reconsideration of a case by the Department Committee and a report. The Department Chairman will inform the faculty member in writing that his case is to be reconsidered. Should the faculty member so request in writing, he may appear before the Department Committee when his case is being reconsidered.

- 5.10 If the Department Committee recommends that tenure be granted but the College Committee recommends that tenure not be granted, the faculty member concerned, if he so requests in writing to the Dean, may appear before the College Committee. If the faculty member so requests in writing, he will be given in writing a statement which the College Committee has agreed represents the reasons for its decision. The President will provide reasons to the Committee whose recommendation he does not accept, and, in the event of an adverse decision, to the faculty member.
- 5.11 If after considering the recommendations presented to him the President decides that tenure not be granted, and the appointment be terminated (See 5.03 (i) (c)), he will notify the faculty member concerned and provide reasons, in writing if requested. The termination date will be at least six months after the date of notification.
- 5.12 In giving reasons to the Department and College Committees and to a faculty member the President is not required to justify his decisions.
- 5.13 The granting of tenure except in the case of a lecturer will be effective immediately following approval by the President and will be the subject of formal notice by the Dean to the faculty member concerned. In the case of a lecturer who has been granted tenure, tenure will become effective at the same time as his promotion. (See 4.04 and 6.08).

VI. POLICY WITH RESPECT TO PROMOTION

- 6.01 In October each year, the Department Committee will consider each of those members of the department

eligible for promotion. During its deliberations, the Committee should have before it a current summary of the relevant activities of each faculty member (See 5.01 (iii)), provided by that member. Consideration will be given to the individual's contribution in the area or areas of his responsibility; for example,

- teaching;
- research, extension, publication, scholarship, participation in learned societies and improvement in academic qualifications;
- participation in the general life of the University.

It is not required that a faculty member have an outstanding record in all of these in order to be eligible for promotion.

The Department Chairman will advise each new appointee of any other criteria which may obtain in the Department with respect to promotion.

- 6.02 The Chairman will inform each faculty member who is eligible for promotion whether or not he is being recommended.
- 6.03 The Chairman of the Department Committee will send a list of all cases considered by the Committee and the recommendation on each case considered by the Department Committee, together with supporting statements, to the College Committee.
- 6.04 The College Committee will review all Department Committee recommendations originating in the College and forward them and their supporting statements to the President, together with supplementary recommendations and supporting statements of the College Committee.
- 6.05 The Chairman of the College Committee will inform the Department Committee and the individual faculty member concerned of the recommendations of the College Committee. (See 6.07).
- 6.06 The procedure for appeals against recommendations of the Department Committee in regard to promotions will be, mutatis mutandis, as in 5.09 and 5.10.

- 6.07 If the Department Committee recommends that promotion be granted but the College Committee recommends that promotion not be granted, the faculty member concerned, if he so requests in writing to the Dean, may appear before the College Committee. If the faculty member so requests in writing, he will be given in writing a statement which the College Committee has agreed represents the reasons for its decision. The President will provide reasons to the Committee whose recommendation he does not accept, and in the event of an adverse decision, to the faculty member.
- 6.08 Promotion will be made the subject of formal notice to the faculty member concerned by the Dean immediately following approval by the President. However, the new rank will not ordinarily become effective until the following July 1.

VII. DISMISSAL PROCEDURES AND SUSPENSION

- 7.01 The appointment of a tenured faculty member may not terminate except:
- (i) by resignation. The University expects that faculty members will give at least six months' notice of resignation.
 - (ii) by retirement.
 - (iii) by dismissal for adequate cause.
- 7.02 The termination by the University of a tenured appointment at any time other than by retirement constitutes dismissal. The failure to renew a contract of limited term does not constitute dismissal. The termination by the University of a probationary appointment as a result of the decision during the yearly review of probationary appointments within the terms of this policy (Part V) does not constitute dismissal. The termination by the University of a probationary appointment except as outlined in this policy (Part V) constitutes dismissal.

- 7.03 Cases of inability to carry out required duties because of medical reasons will be treated separately from dismissal cases.
- 7.04 The appointment of a faculty member having tenure may be terminated for adequate cause only after the faculty member has had the opportunity to place his case before an Arbitration Committee constituted in accordance with the procedures described in 7.09 and 7.10. The appointment of a faculty member on probation or with a contractually limited term may be terminated at any time other than that specified (See 5.03, 5.05) only after the faculty member has had the opportunity to place his case before a similarly constituted Arbitration Committee.
- 7.05 If "adequate cause" were to be defined, it might be said to mean, or to include, gross misconduct or persistent neglect of a faculty member's duty to his students or his discipline. A definition here would only substitute one set of general words for another. The real meaning of "adequate cause" or any substituted phrases can only be reached in the context of a particular case, and the objective here is to ensure that a procedure is followed that will permit dispassionate consideration of "cause" established by the evidence. For example, it should be recognized that academic neglect may be difficult to establish in many cases, and an Arbitration Committee considering such a criterion would have to consist of faculty members in the discipline concerned from other universities.
- 7.06 When the President of the University and the Dean of the College concerned are satisfied that there is adequate cause for dismissal, the President and the Dean will forthwith notify the faculty member concerned of the action they intend to take. They will invite the member to meet with them in the presence of his Department Chairman, if there is one, and a disinterested faculty member who is acceptable to the President and the member. In this and all further proceedings, the member will be permitted to bring and be assisted by an adviser of his choice.

- 7.07 If the meeting referred to in 7.06 fails to bring about a settlement of the matter the President will inform the member in writing of the charges against him in sufficient detail to enable him to prepare his defence. At this point the President may, at his discretion, suspend the faculty member.
- 7.08 The suspension will terminate with the conclusion of the dismissal or other proceedings, or at such earlier time as the President may deem appropriate. The stated cause for suspension must involve an immediate threat to the functioning of the University, or to a member of the University. Salary and other benefits will continue throughout the period of suspension.
- 7.09 The President and the Dean will meet with the member and they will jointly name an Arbitration Committee of three faculty members from other universities, who will be authorized to determine whether adequate cause exists, and will arrive at decisions by majority vote. If they decide that there is not adequate cause, they will award continuation of appointment of the faculty member, and reinstatement where there has been any suspension of duties and privileges. If they decide that there is cause, they will award dismissal or such other remedy as they see fit, and they may include in their award that, notwithstanding the dismissal, the faculty member's salary and the University's contribution to his pension be continued for a period not exceeding one year from the date of dismissal.
- 7.10 The President and Faculty Association will appoint on a continuing basis a person of unquestioned integrity and independence from outside the University, whose function it will be to appoint the Arbitration Committee, constituted in accordance with 7.09 above, should the procedures in 7.09 be impossible to apply.
- 7.11 (i) The Arbitration Committee will notify all persons concerned of the time and place at which they intend to hear the parties, the charges made and the matters to be investigated.

- (ii) Parties to the dispute will have the right to appear in person, or by representative, with or without counsel or other advisers, and to call, examine and cross-examine witnesses. If requested by any party to the proceedings a complete transcript of the Committee's proceedings will be kept, at the University's expense, and a copy provided to each of the parties concerned. The Arbitration Committee will record in writing its findings of fact and its opinion of the adequacy of cause. The findings and opinions of the Committee will be final and binding on the member and the University, subject to any provisions of applicable provincial legislation.
- (iii) If the Arbitration Committee is of the opinion that adequate cause has not been proved, it will, if the faculty member so desires, make public an exonerating statement. The parties and all persons present at the hearing will otherwise treat everything that was discussed or disclosed at the hearing with the utmost confidence and the transcript of the proceedings, if any, will be destroyed.
